



**2018**

# AIPN International Petroleum Summit

Where global energy negotiators meet.

**April 23 - 25, 2018**

**London Hilton on Park Lane | London, United Kingdom**

## WELCOME FROM 2018 PRESIDENT

It is my honor to welcome each of you to the AIPN 2018 International Petroleum Summit in London. The AIPN IPS is the premier annual forum for oil and gas professionals involved with international petroleum negotiations to come together to strengthen their networks, develop strategic partnerships, discuss current industry trends and challenges, and to hear insights from top executives representing many sides of the oil and gas industry.

This year marks an exciting time for the event as it is hosted in Europe for the first time, providing an easier opportunity for AIPN's membership base in and close to Europe to experience this highly worthwhile offering. The locale provides an opportunity to feature topics particularly relevant to those doing business in the European region in addition to AIPN's global membership. The conference co-chairs and organizing committee have put together a top-notch program covering a wide range of important issues currently shaping the international oil and gas industry. You will hear from several leading industry executives who will provide their insights and perspectives on what the future of the industry might look like and how industry players can not only adapt but excel in the 'lower for longer' price environment.

This year's conference will also include AIPN's annual Boulos Lecture Series as a special session on Wednesday, April 25, marking the first time the lecture has been presented outside of Houston. AIPN's Boulos Lecture Series honors the late Alfred J. Boulos, former AIPN President, founder of the London-based European Petroleum Negotiators Group (EPNG), and highly-regarded international negotiator.

Another element of the IPS program offered this year for the first time is a special awards presentation recognizing professionals and organizations who have made outstanding achievements to the international oil and gas industry in the categories of Deal of the Year, Discovery of the Year, and Venture of the Year. One winner from each category will be announced at the IPS Gala Dinner, to be held on Tuesday, April 24 at the historic Banqueting House.

While 2018 is a year of "firsts", there is no doubt that the IPS this year will continue to deliver the same great networking opportunities as in years past. Throughout the next few days you will have ample opportunities to meet new colleagues and connect with deal-makers from leading international and national oil companies, host governments and consulting firms. Offering both structured and informal networking, the AIPN IPS is second to none for providing a forum for deal making.

In closing, I would like to thank the conference co-chairs, organizing committee and staff for their tireless efforts and dedication in organizing this year's event. I would also like to thank all our conference sponsors for their generosity in helping to make 2018's IPS a success.

I look forward to connecting with you at this year's event, and sincerely wish all of you a most rewarding and enjoyable conference.



**2018-2019  
AIPN President  
Graham Cooper**

## Download the IPS Mobile App!

With the AIPN IPS 2018 mobile app, you can:

- Stay organized with up-to-the-minute Sponsor, Speaker, and Event information
- Receive important real-time communications from AIPN
- Build a personalized schedule
- Take notes and download event handouts and presentations
- Rate the sessions you attend and comment on them, too
- Find attendees and connect with your colleagues through Friends
- Share your event photos and experiences with the Photo Gallery
- And much, much more!



Downloading the App is easy! Search the App Store or Google Play for "**AIPN Events**"

## *Boulos Lecture Series*

special session presented at the  
AIPN International Petroleum Summit



Since 2014, AIPN has hosted an annual lecture series in honor of the late Alfred J. Boulos, former AIPN president and avid proponent of ethical conduct in business and negotiations. Each year, the Boulos Lecture Series features industry experts speaking on topics important to the international petroleum negotiator. This year AIPN is proud to feature this event as a special session part

of the 2018 International Petroleum Summit. The 2018 Boulos Lecture will feature David Mendelson, VP Global New Ventures, Total, Exploration and Production, on the topic of “Building Sustainable Partnerships between IOCs and Host Governments: Negotiations for the Long Term,” beginning at 11:00 a.m. Wednesday, April 25.

Al Boulos was active in the international petroleum industry for more than 50 years, serving as AIPN’s sixth president, as well as founding the European Petroleum Negotiators Group (EPNG) in London. Al’s dedicated volunteer outreach efforts helped give AIPN a truly international identity, paving the way to make the organization what it is today. He was also instrumental in creating and maintaining AIPN’s Resume Referral Service, helping more than 100 professionals in career development.

## AIPN AWARDS

The AIPN 2018 IPS will feature a Gala & Awards Dinner on April 24 where esteemed professionals & organizations will be recognized for their outstanding achievements to the oil & gas industry. The objective of the AIPN Awards is to celebrate certain impactful industry achievements, underpinned by international petroleum negotiations and transactions that promote and embody the principles of AIPN in the oil and gas industry. Award finalists are listed below in no particular order.

### DEAL OF THE YEAR

**UK:** Shell & Chrysaor

**UK, Norway, Denmark, US Gulf of Mexico, Algeria:** Maersk & Total

**Equatorial Guinea:** Hess, Kosmos & Trident Energy

**Canada:** ConocoPhillips & Cenovus

### DISCOVERY OF THE YEAR

**Mexico:** Talos, Sierra & Premier

**Guyana:** ExxonMobil, Hess & Nexen

**Senegal:** BP & Kosmos

### VENTURE OF THE YEAR

**Mexico:** PEMEX & BHP Billiton

**Mozambique:** ENI & ExxonMobil

**Azerbaijan:** BP, Chevron, INPEX, Statoil, ExxonMobil, TP, ITOCHU, ONGC & SOCAR

## SPECIAL THANKS TO THE 2018 ORGANIZING COMMITTEE

### Conference Co-chairs:

**Sejer Hoytink**, Eni S.p.A.

**Philip Schnell**, Anadarko Petroleum Company

**Jean-Philippe Alary**, ENGIE E&P International

**Rui Amendoeira**, Vieira de Almeida & Associados

**Elvis Angyiembe**, Panasonic Avionics Corporation

**Safak Ayaokur**, Repsol

**Peter Cameron**, University of Dundee, CEPMLP

**Stuart Carter**, Fieldfisher LLP

**Tony Cioni**, Cito Energy Law

**Bill Cline**, Gaffney, Cline & Associates, Inc.

**Graham Cooper**, Zennor Petroleum

**David Davies**, Sterling Resources

**James English**, Anadarko Petroleum Corporation

**Eric Fry**, International Energy Consultant

**Fernando Gil**, Angola LNG Limited

**Greg Hammond**, Eversheds

**Martin Miles**, Maersk Oil and Gas A/S, a Company of Total

**Steve Otilar**, White & Case LLP

**Chris Smith**, DEA Global Limited

**Egon van der Hoeven**, ExxonMobil Exploration Company

**Lauren Wilder**, Repsol

## PRE-CONFERENCE WORKSHOPS

### Morning Workshops

8:30 a.m. - 12:00 p.m. Monday, April 23  
Hilton on Park Lane

#### Introduction to Fiscal Systems and Evaluations

Irena Agalliu, Vice President, IHS Markit  
Chris Moore, Managing Director, Moyes & Co., Inc.

#### Bid Round Strategies & Recent Trends

Graham Kellas, Senior Vice President, Global Fiscal Research,  
Wood Mackenzie

Pieter Paul van Lelyveld, Associate General Counsel, Shell  
International B.V.

Eric Fry, International Energy Consultant

### Afternoon Workshops

1:30 - 5:00 p.m. Monday, April 23  
Hilton on Park Lane

#### Negotiation Skills: 10 Rules of the Demon Negotiator

Mick Jarvis, International Energy Consultant  
Malcolm Webb, Former CEO, Oil & Gas UK  
Hilary Worboys, Director, Helm Energy Consultants Limited

#### SSMC: Unitization & Unit Operating Agreement

Nina Howell, Counsel, King & Spalding  
Andy Waters, Senior Negotiator, BP Exploration Operating  
Company Ltd

## EVENING ENTERTAINMENT

### Speed Networking Event

6:00 - 7:30 p.m. Monday, April 23  
Hilton on Park Lane, Grand Ballroom 1

### Welcome Reception

7:30 - 9:30 p.m. Monday, April 23  
Hilton on Park Lane, Wellington Ballroom

### Gala & Awards Dinner

7:00 - 11:00 p.m. Tuesday, April 24  
Banqueting House, Whitehall, Westminster

Bus transportation will be provided to and from The Banqueting House from the London Hilton on Park Lane. If you will be taking the provided transportation, please be in the hotel lobby by 6:30 p.m. The buses will depart promptly at 6:40 p.m., so please be there on time. Because of venue requirements, it is very important that you wear your name badges to the Gala & Awards Dinner.



**WHITE & CASE**

**simonsen  
vogt**wiig

**ExxonMobil**

**Vinson & Elkins LLP**



 **Zennor  
Petroleum**

 **MATTOS FILHO >**  
years Mattos Filho, Veiga Filho,  
Marrey Jr e Quiroga Advogados

**Anadarko**

  
**ROCKROSE  
ENERGY**



**LOYENS & LOEFF**

  
**CENTURION  
LAW GROUP**  
Lawyers and Business Advisors

**Akin Gump**  
STRAUSS HAUER & FELD LLP

 **REPSOL**

 **Cairn**



## EXHIBITORS



## ENDORSERS



## SCHEDULE AT A GLANCE

### Monday, April 23

8:30 - 12:00 p.m. Optional Workshop: Introduction to Fiscal Systems and Evaluations

8:30 - 12:00 p.m. Optional Workshop: Bid Round Strategies and Recent Trends

1:00 - 7:00 p.m. Registration

1:30 - 5:00 p.m. Optional Workshop: Negotiation Skills: 10 Rules of the Demon Negotiator

1:30 - 5:00 p.m. Optional Workshop: Seminar Series on Model Contracts: Unitization & Unit Operating Agreement

6:00 - 7:30 p.m. Speed Networking Event

7:30 - 9:30 p.m. Welcome Reception

### Tuesday, April 24

7:30 - 8:30 a.m. Registration & Continental Breakfast

8:30 - 8:45 a.m. Conference Opening Remarks

8:45 - 9:30 a.m. Keynote Address: Shaping the Future of Energy

9:30 - 10:45 a.m. Exploration Leaders Panel: Exploration Strategy in a Lower for Longer Environment

10:45 - 11:15 a.m. Morning Refreshment Break

11:15 - 12:30 p.m. Perspectives from Advisors to Governments on Upstream E&P Contracts and Legislation

12:30 - 2:00 p.m. Networking Luncheon

2:00 - 2:45 p.m. Shale in 2025

2:45 - 3:30 p.m. The Next Phase of FLNG: From New Technology to Preferred Solution

3:30 - 4:00 p.m. Afternoon Refreshment Break

4:00 - 5:00 p.m. Power in Negotiations

7:00 - 11:00 p.m. Gala & Awards Dinner

### Wednesday, April 25

7:30 - 8:30 a.m. Registration & Continental Breakfast

8:30 - 8:45 a.m. Opening Remarks

8:45 - 9:30 a.m. Pemex as a Key Player Modernizing the Mexican Energy Sector Following the 2013 Energy Reform

9:30 - 10:30 a.m. UK North Sea - New Ownership and Commercial Behavior in a Mature Basin

10:30 - 11:00 a.m. Morning Refreshment Break

11:00 - 11:45 a.m. 2018 Boulos Lecture Series: Building Sustainable Partnerships between IOCs and Host Governments - Negotiations for the Long Term

11:45 - 12:30 p.m. The Future of the Oil and Gas Company

12:30 - 2:00 p.m. Networking Luncheon

2:00 - 3:15 p.m. Corporate M&A, Integration Stories from the Trenches

3:15 - 3:45 p.m. Afternoon Refreshment Break

3:45 - 4:45 p.m. The Evolving Role of Blockchain Technology in the Future of the Oil & Gas Industry

4:45 - 5:00 p.m. Conference Closing Remarks

## MONDAY, APRIL 23

1:00 p.m. - 7:00 p.m. **Registration** - Hilton Park Lane, Registration Area, Level 1 - Sponsored by



8:30 a.m. - 12:00 p.m. **Optional Morning Pre-Conference Workshops** - Hilton on Park Lane

**Introduction to Fiscal Systems and Evaluations** - Serpentine Suite, Level 4

Irena Agalliu, Vice President, IHS Markit

Chris Moore, Managing Director, Moyes & Co., Inc.

**Bid Round Strategies & Recent Trends** - Wellington Ballroom, Level 1

Graham Kellas, Senior Vice President, Global Fiscal Research, Wood Mackenzie

Pieter Paul van Lelyveld, Associate General Counsel, Shell International B.V.

Eric Fry, International Energy Consultant

1:30 p.m. - 5:00 p.m. **Optional Afternoon Pre-Conference Workshops** - Hilton on Park Lane

**Negotiation Skills: 10 Rules of the Demon Negotiator** - Wellington Ballroom, Level 1

Mick Jarvis, International Energy Consultant

Malcolm Webb, Former CEO, Oil & Gas UK

Hilary Worboys, Director, Helm Energy Consultants Limited

**Seminar Series on Model Contracts: Unitization & Unit Operating Agreement** - Serpentine Suite, Level 4

Nina Howell, Counsel, King & Spalding

Andy Waters, Senior Negotiator, BP Exploration Operating Company Ltd

6:00 p.m. - 7:30 p.m. **Speed Networking Event** - Grand Ballroom 1

Face-to-face networking is a powerful & necessary tool for one's career. Whether you are new to the industry or a seasoned negotiator, AIPN understands the value that networking has in enhancing your career. The AIPN International Petroleum Summit is the perfect forum to maximize your networking opportunities, especially through this offering available to all attendees - a speed networking event. This structured and fast-paced event will be held before the conference this year so that you can build upon your connections throughout the event. This event is complimentary for all registration types, however, separate registration is required.

7:30 p.m. - 9:30 p.m. **Welcome Reception** - Wellington Ballroom

Join us for cocktails, hors d'oeuvres, and an opportunity to connect with IPS attendees. The reception is the perfect way to catch up with industry colleagues and create new business contacts the night before we start the conference, all while enjoying lovely views of Hyde Park.

## TUESDAY, APRIL 24

7:30 a.m. - 8:30 a.m. **Continental Breakfast** - Grand Ballroom 1 - Sponsored by



8:30 a.m. - 8:45 a.m. **Conference Opening Remarks** - Grand Ballroom 2 & 3  
Steven Otilar, Outgoing AIPN President; Partner, White & Case LLP

8:45 a.m. - 9:30 a.m. **Keynote Address - Shaping the Future of Energy**  
Bob Dudley, Group Chief Executive, BP p.l.c.

Digital and advanced technologies are adding another dimension to the usual influences on supply, demand and prices. At the same time, the industry is being challenged to deliver more energy with lower carbon emissions. What do these developments mean for existing business models that have underpinned the industry for decades?



9:30 a.m. - 10:45 a.m. **Exploration Leaders Panel: Exploration Strategy in a Lower for Longer Environment**

Moderator: Dr. Keith Myers, President, Research, Westwood Global Energy Group  
Luca Bertelli, Chief Exploration Officer, Eni  
Joseba Murillas, Global Exploration Executive Director, Repsol  
Paul Dailly, SVP, Founding Partner and Head of New Ventures, Kosmos Energy  
Kevin McLachlan, Senior Vice President of Exploration, TOTAL S.A.

Exploration strategy has evolved in a period of lower oil prices and at a time when high impact oil discoveries are proving elusive. Recent exploration trends will be reviewed and insights will be provided into the future of exploration. Are exploration efforts being weighted more towards gas or is oil still seen as the big prize? How are companies approaching portfolio renewal: balancing farmins, license rounds and acquisitions? What do Governments need to do to make a difference to exploration investment decisions? How is conventional exploration competing with unconventional resources for capital? Is there a breakthrough technology on the horizon that will impact industry performance?

10:45 a.m. - 11:15 a.m. **Morning Refreshment Break** - Grand Ballroom Foyer - Sponsored by



11:15 a.m. - 12:30 p.m. **Perspectives from Advisors to Governments on Upstream E&P Contracts and Legislation**

Moderator: Chris Moyes, President, Moyes & Co.  
Alexander Sarac, Partner - Head of Africa Energy and Infrastructure, Berwin Leighton Paisner LLP  
Bjørn-Erik Leerberg, Partner, Simonsen Vogt Wiig  
Thierno Olory-Togbé, Senior Legal Counsel, African Legal Support Facility  
Dr. Ekpen Omonbude, Director, Bargate Advisory Limited

The panel will discuss their experience, from the governments' perspective, of their work advising governments in the drafting of petroleum legislation, regulations and the negotiation of petroleum contracts. While parts of legislation and contracts have a general form, within the details there are sensitive and difficult issues, which may have a negative impact in the success of bid rounds or satisfactorily concluding petroleum contracts with investors. The panel will raise issues from their experience, present the arguments for the government position, and suggest approaches that may be more acceptable to investors.

12:30 p.m. - 2:00 p.m. **Networking Luncheon** - Grand Ballroom 1 - Sponsored by



2:00 p.m. - 2:45 p.m.

### Shale in 2025

Maynard Holt, Chief Executive Officer, Tudor, Pickering, Holt & Co.

US unconventional production has added more than 5 million barrels a day of production since 2010. The impact on the world oil markets has already been extraordinary but amidst comments from major unconventional producers that they are “just scratching the surface” some market watchers predict a further doubling of shale oil production. Similarly, the impacts of shale gas on the global LNG trade is likely to be of seismic proportions. Maynard Holt will share his thoughts on these effects, the next generation of shale, the evolving cast of players and its impact on conventional global exploration and production.

2:45 p.m. - 3:30 p.m.

### The Next Phase of FLNG: From New Technology to Preferred Solution

Moderator: Martin Stewart-Smith, Partner, Bracewell  
 Giles Farrer, Research Director Global LNG, Wood Mackenzie  
 Andres Guevara, Business Development Director, BP  
 Liana Rupnik, Legal Manager for Project Finance and Mozambique Procurement, ENI  
 Pierre Raillard, Director Africa, OneLNG

2017 was a transformational year for FLNG. PETRONAS produced the world’s first LNG from a floating facility in Malaysia and Eni and its partners sanctioned the world’s first deepwater FLNG project in Mozambique. 2018 will be equally important as production will begin from Shell’s Prelude facility in Australia and Golar’s FLNG facility in Cameroon. Successfully proving these facilities will mean more FLNG projects will be sanctioned over the next few years, driving further interest in the concept. But FLNG developers are still faced with a myriad of commercial challenges in order to deliver their projects. This session will explore those commercial challenges and establish how they can be overcome. Ultimately asking whether FLNG could become as widely adopted for the development of stranded gas reserves, as FPSOs are for the development of oil?

3:30 p.m. - 4:00 p.m.

**Afternoon Refreshment Break** - Grand Ballroom Foyer - Sponsored by



4:00 p.m. - 5:00 p.m.

### Power in Negotiations

Roger Greenfield, Chief Innovation Officer, The Gap Partnership  
 Dan Meeke, Senior Consultant, The Gap Partnership

Power is the key to maximisation of negotiation outcomes. Understanding the balance of power prior to negotiating is critical to success so why do so many businesses and their negotiators fail to analyse the power balance as part of their planning process? Why do so many negotiators attribute more power to the other party than they deserve? Why do so many negotiators fail to use the power they have appropriately? Why do so many negotiators fail to recognise their opportunity to influence their counterpart’s perception of power? The answers to these questions are manifold and are driven by a variety of critical negotiation success factors. The Gap Partnership has spent the last 20 years advising on and educating its clients in the art of negotiation, helping them to accumulate power through deeper understanding of proven methodologies and the circumstances in which they negotiate.

7:00 p.m. - 11:00 p.m.

**Gala & Awards Dinner** - The Banqueting House - Sponsored by



This lovely evening will celebrate outstanding members, as well as professionals & organizations for their outstanding achievements to the oil & gas industry. The evening will include a cocktail reception, three-course dinner and awards presentation at the historic Banqueting House. Specially created for entertaining in 1622, the Banqueting House is truly a sight to see. Marvel at the magnificent ceilings painted by Sir Peter Paul Rubens while networking with fellow attendees and guests!

## WEDNESDAY, APRIL 25

7:30 a.m. - 8:30 a.m. **Continental Breakfast** - Grand Ballroom 1 - Sponsored by

**LOYENS LOEFF**

8:30 a.m. - 8:45 a.m. **Opening Remarks** - Grand Ballroom 2 & 3  
Egon van der Hoeven, AIPN VP Conferences; Commercial Manager Asia Pacific and Middle East, ExxonMobil Exploration Company

8:45 a.m. - 9:30 a.m. **Pemex as a Key Player Modernizing the Mexican Energy Sector Following the 2013 Energy Reform**  
Carlos Treviño Medina, Chief Executive Officer, Pemex

The 2013 Energy Reform deeply changed the landscape for Mexico's Energy Sector. For Pemex, the Energy Reform represents an opportunity to become a competitive, profit driven company capable of pioneering the modernization of Mexico's Energy Sector. The Reform also allows Pemex to form alliances with international and national players to attract investment, share technology, knowledge, and risk in oil & gas projects. Since then, Pemex has gone through significant changes in order to modernize itself and become a more efficient and attractive partner. Today we are cementing our first alliance throughout the whole value chain and continue to look for more opportunities to become a key player not only in Mexico but abroad.



9:30 a.m. - 10:30 a.m. **UK North Sea – New Ownership and Commercial Behavior in a Mature Basin**

Moderator: Mark Llamas, Managing Director A&D, GMP First Energy  
Carl Fiddimore, Commercial Manager, Nexen CNOOC Ltd.; Chair of UK Oil & Gas Commercial Managers Forum  
Tushar Kumar, Managing Director, Investments and Portfolio Management, Kerogen Capital  
Sam Dunkley, Legal Manager, Oil & Gas UK  
Doug Fleming, CFO, Siccar Point  
Scott Robertson, Area Manager Central North Sea, Oil & Gas Authority

Whilst majors continue to invest in the North Sea around existing infrastructure hubs (e.g. Shell and ExxonMobil's redevelopment of the Penguins field), the emergence of new private equity backed players marks a new chapter in the basin. This panel will explore some pertinent questions including: Can the new ownership profile including private equity backed players and smaller independents as well as majors continue to reverse the historic decline in production? Which of the strategies being pursued will succeed, e.g. "acquire and exploit" companies seeking production efficiencies, optimisation of new field developments or exploration close to existing infrastructure? What is the exit strategy for private equity and who are the potential new owners in the basin if trade sales are to play a part?

10:30 a.m. - 11:00 a.m. **Morning Refreshment Break** - Grand Ballroom Foyer - Sponsored by

**Anadarko**

## 2018 AIPN Boulos Lecture Series

11:00 a.m. - 11:45 a.m.

**Building Sustainable Partnerships between IOCs and Host Governments: Negotiations for the Long Term**  
David Mendelson, VP Global New Ventures, Total, Exploration and Production

Each year AIPN hosts an annual lecture series in honor of Alfred J. Boulos, former AIPN president and highly-regarded international petroleum negotiator. Al was active in the international petroleum industry for more than 50 years, serving as AIPN's sixth president, as well as founding the London-based European Petroleum Negotiators Group (EPNG). AIPN is proud to feature the 2018 lecture as a special session in the IPS program, featuring David Mendelson, VP Global New Ventures at Total, Exploration and Production, speaking on IOC and Host Government partnerships.

In a constantly changing environment, with increasing complexities for oil and gas development, it is important that sustainable long-term partnerships are developed between IOCs and Host Governments that reflect the short, medium and long-term objectives of everyone. These long-term partnerships come from successful negotiations developed over many years and many projects to build confidence and alignment between all actors in the sector. Times change but the challenges remain the same.

11:45 a.m. - 12:30 p.m.

### **The Future of the Oil and Gas Company**

The Lord Browne of Madingley, Executive Chairman, L1 Energy  
Moderator: Paul Griffin, Senior Adviser, White & Case LLP

Mergers and acquisitions always have been a strategic tool for oil and gas companies to achieve their business objectives. Principally they are meant to create efficiencies such that the value of the combined entity is greater than the sum of the two parts. However, a successful merger depends on whether the value is ultimately achieved. Given the significant changes the industry is currently undergoing: lower for longer commodity prices, desire for lower hydrocarbon emissions, and the rapid rise of electric vehicles/ advances in battery technology, the rationale for M&A is also changing. Does it still make sense for companies to seek efficiencies, or should they find ultimate value in the acquisition of new technologies and markets? Thinking about the future, indeed the survival, of the "traditional" oil and gas company is in order. This fireside chat with Lord Browne will explore various possible scenarios.

12:30 p.m. - 2:00 p.m.

**Networking Luncheon** - Grand Ballroom 1

2:00 p.m. - 3:15 p.m.

### **Corporate M&A, Integration Stories from the Trenches**

Moderator: Rebecca Major, Partner, Herbert Smith Freehills  
Paul Ferneyhough, Corporate Director, Finance and Investor Relations, Repsol  
John McCreery, Partner, Bain & Company

With M&A activity potentially growing significantly in the near future, the panel will discuss several landmark deals, the deal rationale and the many subsequent integration challenges. Combined, the panelists have firsthand experiences managing these major and complex integrations from over \$100B in global transactions. The panel will be asked to consider issues such as the significance of cost controls, synergies and asset rationalization/disposals, finding new growth, the continuing task of reserve replenishment, maintaining continuity of operations, people and capability retention combined with cultural integration challenges, decommissioning risks and the promise or threat of digitalisation and technology as elements of successful integration over time.

3:15 p.m. - 3:45 p.m. **Afternoon Refreshment Break** - Grand Ballroom Foyer - Sponsored by



3:45 p.m. - 4:45 p.m. **The Evolving Role of Blockchain Technology in the Future of the Oil & Gas Industry**  
 Moderator: Lauren Downes, Research Associate, Queen Mary University of London  
 Redwan Zeroual, Head of Digital, Marketing and Trading, Statoil  
 Paul Thomas, Digital Transactions and Blockchain Lead, Accenture Digital  
 Dan Burge, Partner, Dentons  
 Tara Waters, Senior Associate, Ashurst

Blockchain is commonly associated with Bitcoin, however, its disruptive potential extends well beyond cryptocurrencies. While an emerging technology today, blockchain (and distributed ledger technology) promises to improve efficiencies and change the way business is transacted globally. For example, “smart contracts” can automate commercial transactions, while blockchain records can greatly enhance transaction transparency. This could affect a range of oil and gas industry settings, such as joint ventures, commodity purchasing, government reporting and compliance, and projects. In this session, we will explore how blockchain could transform the way business is transacted in the oil and gas industry.



4:45 p.m. - 5:00 p.m. **Conference Closing Remarks**  
 Graham Cooper, Incoming AIPN President; Commercial Director, Zennor Petroleum

## Conference Co-chairs

### Seger Hoytink

Seger Hoytink, Senior Vice-President Upstream International (Legal) for Eni S.p.A based in Milan, Italy is responsible for providing legal assistance in support of Eni's international upstream activities. He has over twenty years of experience in international upstream legal and negotiation matters in numerous countries in Europe, Asia, Africa and the Americas, particularly in countries where Eni has current upstream operations (40+ countries). Prior to his current position, he had varied other assignments in Eni, including Vice President (Legal) for Eastern Europe, Asia and Oceania and Legal Director of Agip KCO. Before joining Eni, he worked with Dutch law firm Loyens & Loeff and was admitted to the Rotterdam Bar in 1995.



### Philip Schnell

Philip Schnell is a Sr. International Negotiator for Anadarko Petroleum Company, working in their International New Ventures group based in London. In this role, he provides business development, commercial and negotiations support for their pursuits and acquisition of new international exploration opportunities. Philip has over 17 years of experience in the upstream oil and gas industry, having worked a variety of projects including exploration and production, onshore and offshore, and conventional and unconventional which were located across Canada, the Middle East, South America, Africa and Europe. He has also had the opportunity to work for a mix of leading E&P companies based in several different international locations, working with Talisman Energy in Calgary, Nexen Energy on rotation in Yemen, ConocoPhillips in Calgary and Houston and now with Anadarko in London.



Philip is an active member of the AIPN, this year as one of the co-chairs for the IPS and a co-lead on the IPS sponsorship committee.

## **Luca Bertelli**

Luca was born in Sesto Fiorentino on 5 October 1958 and has been Chief Exploration Officer in Eni since 1 July 2014.

In 1984 he joined Eni's geophysics division, working first as a researcher in the development of 3D seismic prospecting technology and subsequently as a manager of 3D seismic prospecting programmes, specialising in seismic stratigraphy. In 1994 he was appointed manager of seismic-stratigraphy applications and in 1999 he increased the technical-managerial scope of his activities becoming manager of geological and geophysical services in Eni. At the end of 2001, his career took a new international turn holding positions of increasing managerial complexity over a period of eight years, starting in Norway where he was Technical Director and Deputy Managing Director at Norsk Agip in Norway. In 2003 he was appointed Managing Director of Eni Indonesia and in 2006 he moved to Egypt as General Manager and Managing Director, a position he also held at Eni Angola in 2007. In 2009 he returned to Eni's headquarters as Senior Vice Chairman of Global Exploration. He was appointed Executive Vice President of Exploration and Unconventional at the beginning of 2010.



He graduated with honours in geology in 1983 from the University of Florence.

## **The Lord Browne of Madingley**

John Browne (The Lord Browne of Madingley) has been in the energy business for 50 years. He joined BP plc in 1966, becoming its Group Chief Executive in 1995 until his retirement in 2007. During that period, he grew shareholder returns by five-fold and made the company an active participant in seeking solutions to climate change. He also sat on the boards of various companies including Intel Corporation and Goldman Sachs Inc. Since then, until 2015, he was head of the world's largest private equity fund for renewable energy. He is presently on the board of Pattern Energy Group Inc, a renewable energy company, and the Chairman or member of the board of several privately held entities involved in energy or technology.



He has a wide variety of not-for-profit interests in science, engineering and the arts. He is Chairman of the Crick Institute, a biomedical research organisation, Chairman of the Courtauld Institute, an arts university and gallery, Chairman of the Queen Elizabeth Prize for Engineering and a member of the UK Government's Research and Innovation Board. He had previously been Chairman of the Tate and President of the Royal Academy of Engineering. He is a Fellow of the Royal Society, the Royal Academy of Engineering, and the US Academy of Arts and Sciences. He holds degrees from Cambridge and Stanford Universities and has been awarded honorary degrees by some 20 institutions around the world. He was knighted in 1998 and made a life peer in 2001.

He is the author of four books: Beyond Business; Seven Elements that Changed the World; The Glass Closet: Why Coming Out is Good Business; and Connect: How Companies Succeed by Engaging Radically with Society.

## **Dan Burge**

Dan is a leader in Dentons' Tier 1 IT and Telecoms team. He has 25 years' experience in major strategic sourcing projects and technology transactions, advising both suppliers and customers. He has a particular focus on structuring and negotiating sourcing and technology transactions in the retail, energy and financial services sectors. Dan has been individually recognized by Chambers for his work in its Outsourcing, IT and Commercial Contracts rankings.



Prior to joining Dentons, Dan was senior UK counsel at a major IT company and can provide a 360-degree view of what is commercially achievable and drives value in the market. He has broad experience of outsourcing, system procurement and integration in the financial services sector including procurement of retail banking platforms, work on trading platforms for investment banks, outsourcing credit and debit card processing, setting up securities and commodities exchange systems and the construction and financing of data centers.

Dan regularly speaks and writes on technology issues.

## **Paul Dailly**

Paul Dailly is one of the founding partners of Kosmos Energy and is Kosmos' Senior Vice President of Exploration and Chief Geoscientist. He has spent the last 14 years building the Kosmos exploration team and portfolio including the discovery of the Jubilee field, offshore Ghana & the Tortue discoveries offshore Mauritania & Senegal. Prior to Kosmos, Paul worked for BP, Triton and Hess and has been involved in a number of discoveries in the North Sea, SE Asia and West Africa. He is also a Director of LLOG Bluewater LLC. Paul holds a BSc Hons in Geology from the University of Edinburgh and a PhD from the University of Oxford.



## **Lauren Downes**

Lauren is a legal academic and consultant whose expertise includes the legal and regulatory consequences of technology disruption and transformation in the energy and natural resources industries. Her current research focus is on Blockchain.

Lauren is currently a Researcher for the Cloud Legal Project and the Microsoft Cloud Computing Research Centre at Queen Mary University of London. She is also a member of the Energy and Natural Resources Law Institute at the Centre for Commercial Law Studies at Queen Mary University of London.

Lauren has over a decade's experience in the international upstream oil and gas industry. She has held several in-house commercial advisor and negotiator roles, representing operators, such as BHP and Woodside Energy. Her experience includes leading negotiations in technology and intellectual property licensing, exploration new ventures (Africa, Southeast Asia and Australia), and LNG and FLNG projects.

Lauren is a member of the New York Bar.

## **Bob Dudley**

Bob Dudley became Group Chief Executive of BP plc in 2010.

Bob joined the oil and gas industry in 1979 and has held a variety of engineering, commercial and strategy posts in the US, the UK, Russia and China.

In 2009, Bob was appointed to the BP Board with accountability for the Americas and Asia.

From 2003 to 2008 Bob served as President and CEO of TNK-BP in Moscow.

Following BP's sale of TNK-BP in Russia and acquisition of ~20% of Rosneft, he joined the Rosneft board in 2013.

Previous roles include Vice President for Alternative and Renewable Energy activities and Vice President responsible for BP's upstream business in Russia, the Caspian region and Africa.

Bob's external roles include membership of various Business Councils, the UK/UAE CEO's Forum, the Advisory Board of the Tsinghua School of Economics in Beijing, and the Russian Geographical Society. He is a Fellow of the Royal Academy of Engineering.

Bob has a Degree in Chemical Engineering from the University of Illinois, a Masters in International Management from Thunderbird School of Global Management and an MBA from Southern Methodist University.

## **Sam Dunkley**

Sam Dunkley has been an active AIPN member for 15 years, and co-chaired the AIPN Model Contracts Workshops in 2010 (London) and 2011 (Paris).

He is part-time Legal Manager of Oil & Gas UK, the leading trade association for the North Sea industry, and has been heavily involved in regulatory developments following the Wood Review. He is also a partner at McCarthy Denning - <http://mccarthydenning.com/>. Previous employers included Amoco, ARCO and BG Group.

## **Giles Farrer**

Giles directs Wood Mackenzie's LNG research and is a global gas expert, maintaining client relationships across the world. Having led the development of our LNG Corporate offering, Giles now manages Wood Mackenzie's LNG Service and Tool products, drawing on his nine years of experience in gas & LNG.

His particular expertise lies in LNG supply, LNG contracting and pricing, LNG costs, FLNG, asset valuation, competitor benchmarking and market analysis.

Prior to joining the LNG team in 2008, Giles worked in Wood Mackenzie's upstream group covering the Middle East and South Asia. He previously worked for Evaluate Energy in London.

Giles holds a BA in History & Politics including a final year paper on African Petroleum Economies, from the University of Exeter.



## **Paul Ferneyhough**

In April 2016 Paul was appointed Corporate Director of Investor Relations for Repsol S.A. and in March 2017 he was promoted to Corporate Director, Finance and Investor Relations.

Paul joined Talisman Energy Inc. in 2002 and prior to the Repsol acquisition was the Global Head of Strategy, Planning and Performance Management located at the head office in Calgary, Canada. During his 14 years with Talisman he spent four years as a Vice President and member of Talisman's Asia-Pacific leadership team. He has 20 years of industry experience in the upstream oil and gas business with significant international exposure having worked and lived in the United Kingdom, Venezuela and Canada. Additionally, he has experience working with operations in Asia-Pacific, Europe, the Americas and North Africa.

Paul is a qualified chartered accountant and throughout his career has worked in increasingly senior roles in finance, commercial and general management. Whilst a member of the Asia-Pacific leadership team as head of Strategy and Commercial, he also held country management accountability for operations in Algeria.

## **Carl Fiddimore**

Carl Fiddimore chairs the steering group of the UK Oil & Gas Commercial Managers Forum - an industry led organisation that provides leadership for developing and embedding collaborative and problem solving behaviours in the UK North Sea commercial environment.

Carl is a chartered engineer and MBA with over twenty five years international oil and gas experience. He has worked for major operators and small independents in a wide variety of roles, initially as a process engineer before branching into business development, finance and commercial positions.

Carl is currently the UK Commercial Manager for Nexen-CNOOC based in London.

## **Doug Fleming**

Doug worked in corporate banking and venture capital for 10 years before moving into the oil and gas industry. In 2005 he joined Venture Production plc where he worked on acquisitions, financing and investor relations.

Prior to joining Siccar Point Energy Doug was Senior Vice President, Business Development, heading the global BD function for Centrica Energy E&P. Doug's role covers finance, business development, commercial and corporate finance.

## **Roger Greenfield**

Roger is one of The Gap Partnership's most senior and experienced Commercial Consultants, with a 25-year career in sales, client management and consultancy.

With a particular specialism in the service sector, Roger has worked in the Recruitment, Investment Banking, Telecommunications, Information Technology, Oil & Gas and FMCG industries.

Since joining The Gap Partnership in 2002, Roger has delivered development workshops and consultancy projects to Clients all over the world, and across a broad range of sectors including public sector and employee relations.

As well as designing bespoke tailored training solutions for his Clients, Roger has also advised blue chip and FTSE 100 clients across a range of their negotiation scenarios - including acquisition strategy, trade terms, investment and price increase.

Now Chief Innovation Officer at The Gap Partnership, Roger advises and consults on an ongoing basis, whilst managing our dynamic and growing central function leading Marketing, Product, Innovation, Technology and Strategic Partnerships. He is also a member of the Board.

## **Paul Griffin**

Professor Paul Griffin is an English lawyer and has more than thirty-five years' experience of practising in the international oil and gas business. Paul was a partner in leading international law firms for some twenty-five years until his retirement from Allen & Overy in 2016. During that time he led the oil and gas teams at those firms and worked on many of the significant deals and disputes of the global oil and gas business, as well as being involved in related matters of public law and competition law. He has been recognised as the World's Leading Energy Lawyer in the Expert Guides: Best of the Best, and as the World's Leading Oil and Gas Lawyer in Who's Who Legal.

In addition to his role at the University of Dundee, Paul is Special Adviser to the Global Oil and Gas Group at White &



Case. He is also now active in the resolution of disputes in the international oil and gas sector where he works as an arbitrator, an expert and a mediator.

Paul writes and speaks regularly on the issues and developments of the law in the context of the global oil and gas industry. He is the consulting editor of the leading text, "The Law and Business of LNG", now in its third edition.

Paul is Chair of the Oil and Gas Law Committee of the International Bar Association and a member of the Association of International Petroleum Negotiators and the Institute of Energy Law. He is also a Member of the Chartered Institute of Arbitrators and a CEDR Accredited Mediator.

### **Andres Guevara**

Andres is an international oil & gas professional currently serving as Business Development Director for Upstream Gas Value Chains at BP. He graduated Cum Laude from Production Engineering at Universidad Simon Bolivar in Caracas-Venezuela after which he joined McKinsey & Company, a management consulting firm. In 2003 he moved to Chicago to pursue a MBA at The University of Chicago where he graduated with Honors in 2005 with concentrations in Finance and Economics. Passionate about the energy sector, he joined BP in 2005 working in oil supply & trading for Latin America based in Chicago. He moved to London in 2007 to work in upstream business development for Russia & Central Asia and in 2009 he went on to lead business development for gas supply & trading in Southern Europe. In 2012 Andres moved to Rio de Janeiro where he led upstream business development for South America and later on expanded his role when he became Country Manager for Uruguay where BP was running an exploration operation. In 2016 he returned to London to serve in his current role. In his free time, Andres enjoys spending time with his family and friends. He is also passionate about cooking, history and teaching as visiting lecturer at Queen Mary University of London, SciencePo in Paris and IESA in Caracas.



### **Maynard Holt**

Maynard Holt serves as Chief Executive Officer of the firm. Holt was previously a managing director with Goldman, Sachs & Co. where he worked in Leveraged and Structured Finance (1994 to 1998) and Energy & Power / Natural Resources (1999 to 2007).

Holt holds a BA in Economics and Russian from Rice University and a Masters in Public Policy from the John F. Kennedy School of Government at Harvard University.



### **Tushar Kumar**

Tushar Kumar is a member of the Investment and Portfolio Management Team. He has 16 years' experience in investment banking and equities, working with a range of oil and gas companies including upstream, downstream, majors and NOCs across Europe, the Middle East and Asia. He has experience in strategic advisory, particularly focused on M&A, IPOs, debt and equity financing as well as balance sheet restructuring.

Prior to joining Kerogen, he was an executive director at Morgan Stanley's natural resources group in London, having previously worked with members of the Kerogen team at J.P. Morgan's Energy and Natural Resources Group in Hong Kong.



Tushar holds an MBA from the Indian Institute of Management Ahmedabad (IIMA) and a BTech in computer science and engineering from the Indian Institute of Technology (IIT). He is also a CFA charter holder.

### **Bjørn-Erik Leerberg**

Bjørn-Erik Leerberg is a partner at the Norwegian law firm Simonsen Vogt Wiig AS with more than 30 years' experience as private practitioner, senior civil servant at the Ministry of Justice and the Ministry of Petroleum and Energy, and as lecturer. Mr. Leerberg's practice concentrates on legal aspects of business development, the energy regulatory regime and related contracts, as well as energy matters in the European Union/European Economic Area. He advises several energy administrations, national oil companies, international organisations and commercial oil & gas operators on the Norwegian Continental Shelf and internationally on legal matters associated with exploration, development of fixed or floating production, sale and transportation of natural gas, including submarine pipelines and LNG, and through implementation of decommissioning and removal. During the years with the Norwegian Ministry of Petroleum and Energy, he was in charge of the development and application of the legal framework still applicable on the Norwegian Continental Shelf. He further participated in the Norwegian EU membership and EEA treaty negotiations on energy and petroleum policy matters. During his private practice, Mr. Leerberg has been involved in projects and with clients in Europe, the CIS, Africa south of the



Sahara, South East Asia, Latin America and the Middle East, including North Africa. His extensive international experience comprises host government concessions and contracts, administrative and public international law, and commercial agreements. Mr. Leerberg has also worked on several multi-jurisdictional projects, including the Blue Stream, Greenstream and several transboundary developments in Asia, Europe and Latin America. Most recently, he advised Mozambique on the special legal and contractual regime for the development and implementation of the Rovuma Basin natural gas mega projects (180 tcf +), in particular the Coral South FLNG and Golfino/Atum onshore LNG terminal and their LNG sales contracts. He has prepared licensing rounds and conducted negotiations on behalf of several energy administrations; most recently EU candidate member Montenegro's 1st offshore Bid Round, concluded in 2017. He has also contributed legal input in a large number of transactions related to petroleum rights or projects several jurisdictions in addition to Norway, comprising infrastructure-, assets- or corporate transactions (M&A).

### **Mark Llamas**

Mr Llamas joined FirstEnergy in November 2009 following 10 years of M&A and A&D advisory experience with Tristone Capital and Waterous & Co, where he was a Managing Director of their respective London operations. Mr Llamas has managed projects across the globe including corporate M&A projects, production and development asset transactions, strategic alternative processes and exploration farm-outs. Prior to working in the M&A/A&D advisory sector, Mr Llamas gained 13 years of technical experience with Shell, where he held a variety of geological and geophysical roles in both exploration and development teams and later as the Lead Geoscientist at a 3D visualization centre located within Imperial College, London University serving both academia and the oil and gas industry.



Mr Llamas holds an honours degree in Geology and Biology and a Master of Science degree in Sedimentology, both from the University of London. He is a member of the PESGB (Petroleum Exploration Society of Great Britain) and serves as a member of the Steering Committee of the EPNG (European Petroleum Negotiators Group).

### **Rebecca Major**

Rebecca Major is a Paris-based energy partner at global law firm Herbert Smith Freehills who advises on acquisitions, disposals and project development for the oil and gas industry (as well as the mining and power industries). She has developed a leading reputation for giving top quality international counsel advice on worldwide energy projects and an in-depth knowledge of the African environment, having advised on projects in at least 37 African countries.



Rebecca has been singled out by Chambers Global as a leading lawyer for Africa-wide Projects & Energy since 2012 and is currently ranked as "Most Highly Regarded" for energy by Who's Who Legal France. She was described to researchers of Chambers Global 2018 as "a great person to have on your side in negotiations. Equally, her breadth of knowledge in energy, and oil in particular, is very impressive."

Rebecca lectures regularly on oil industry-related legal matters, including at the Institut Français du Pétrole and at Sciences Po in Paris. She is a British national, has worked in London, Paris and Tokyo and is qualified to advise on English and French law. She has been an HSF lawyer for 21 years (16 years in Paris and 5 years in Tokyo) and a partner for almost 13 years.

### **John McCreery**

John McCreery is a Director in Bain & Company's Oil & Gas practice, based in Houston and previously led Bain's Oil & Gas team in Asia Pacific.

He has 28 years of experience in the global oil and gas sector. John's particular focus is on growth strategy, performance transformation and Operations Excellence. He has led multiple assignments with Oil & Gas companies in the Americas, Europe, Middle East, Africa, Asia Pacific and Australia.

John has supported a range of clients in merger integration, synergy planning and execution and most recently supported a \$28B transaction in North America from planning to deal closure.

Before he became a consultant, John worked for Shell International Exploration & Production in the UK North Sea and Sultanate of Oman. He occupied a number of roles in field development planning, on and offshore production operations, major project execution and business planning.

John has a B.Sc in Engineering Science & Management with Honours from University of Durham in the UK. He is a member of the Association of International Petroleum Negotiators (AIPN), Society of Petroleum Engineers (SPE) and a regular contributor to global industry events and forums.



### **Kevin McLachlan**

Kevin has over 30 years of international experience across the E&P business' with the majority of roles in exploration. He joined Total in Sept 2014 and on January 1st 2015, was appointed Senior Vice President Exploration for Total Exploration & Production. Prior to joining Total and from 2013, Kevin held the position of Executive Vice President Exploration for Murphy Oil, based in Houston.

In 2006, Kevin joined Nexen in London as Europe Exploration Manager, and in 2009 he was appointed Nexen's Vice President, Global Exploration based in Calgary. Kevin began his career with Mobil in Canada, progressing later into ExxonMobil, focusing notably on exploration in Canada and the U.K.



### **Dan Meeke**

Dan has 25 years of experience in negotiating high value agreements throughout the Energy Sector. Starting his career with BG E&P, he focused on Central North Sea assets and negotiation of a wide variety of asset related agreements.

Thereafter, his career has taken him up and down the energy chain from other oil and gas majors through to power project development companies, utilities, midstream energy commodity trading environments and an NOC LNG importer. In all cases, he has taken responsibility for managing P&L and delivering optimal negotiation outcomes.

The breadth of his experience in commercial environments has provided exposure to the vast array of negotiation circumstances throughout the energy chain.

He joined The Gap Partnership 4 years ago to bring that experience to bear on both our Consultancy and Development activities. As such, Dan manages our Resources Group which supports clients in the Energy, Mining and Industrial markets.



### **David Mendelson**

David Mendelson is Vice President for New Ventures and Asset Management with the Exploration and Production Division of Total SA. David's team is responsible for all of Total's E&P negotiations concerning new license acquisitions whether these be exploration, development or producing assets, and negotiations for farm-outs of existing exploration licenses.

Mr Mendelson has 30 years of experience in the energy industry having worked in the electricity business for 10 years prior to joining Total, during which time he gained a broad experience in technical, planning, commercial and economic roles. Mr Mendelson joined Total in 1998 leading the economic and planning team in the UK. He then moved to the New Ventures team in Paris responsible for North Sea and North American projects before moving to Houston in 2004 as VP Business Development for Total E&P USA. He subsequently took the position of Business Development Director in the UK, with broad management responsibilities for all aspects of Business Development from New Business, Planning, JV Management, Product Commercialisation and Development Engineering. In 2009 he moved to Paris to take up the role as Deputy Vice President New Ventures and Asset Management. In 2014 he moved to Australia as Managing Director for Total E&P Australia and with which included responsibility for Total's participation in the GLNG and ICHTHYS LNG projects as well as being country representative for the Total Group. He returned to Paris in 2015 to take his current role a VP New Ventures and Asset Manager.



Mr Mendelson is a graduate of Edinburgh University with a Joint B.Sc 1st Class Honours in Computer Science and Engineering.

### **Chris Moyes**

Chris has over forty-five years of experience in the industry. He formed the group comprising Moyes & Co. in 1983. He has developed specific expertise in the evaluation, negotiation, trading, and financing of international oil and gas ventures.

In addition, Chris is considered an expert in the interpretation and assessment of petroleum contracts, and in the resolution of contract issues.



### **Joseba Murillas**

Joseba has been Repsol's Exploration Executive Director since May 2016. He is responsible for global exploration strategy and activities and serves as a member of Repsol's Upstream Executive Committee.

Joseba joined Repsol in Spain in 1990. Since then he has served in technical and managerial positions of increasing responsibility within the exploration organization, including assignments in Algeria, Indonesia, Spain, Venezuela, USA and Argentina. Joseba was Repsol Exploration and BD Director for Argentina, Bolivia and Brazil (2004 to 2008), Exploration and BD Director in YPF (2008 to 2010) based in Buenos Aires, Regional Exploration Director Latin America & Caribbean (2010-2015) based in Houston. Before assuming his current responsibilities, he was Exploration Global Portfolio Director based in Madrid.

Joseba holds a BSc in Geology from the University of Bilbao (Spain), a MSc degree in Tectonics and Geophysics from the University of Barcelona and MBA from IESE and an ASM programme from IMB.



### **Keith Myers**

Keith joined BP in 1987, having graduated with a geology PhD at Imperial College. Following a variety of technical roles, he became Senior Commercial Advisor leading several major business negotiations for new business access. He also led strategy for BP's business in West Africa in the Strategic Alliance with Statoil. Since 2000 Keith has been an advisor to numerous energy companies on strategy and partnership issues. He went on to found Richmond Energy Partners in 2006 to provide independent advice to investors in smaller oil and gas companies. REP now advise some of the largest funds and institutions investing in the sector and provide exploration strategy and benchmarking services for the global exploration industry. Keith takes a keen interest in the oil sector governance and serves as a member of the Natural Resource Governance Institute and is on the guest teaching faculty of the Blavatnik School of Governance at Oxford University.



### **Thierno Olory-Togbé**

Thierno Olory-Togbé is a Senior Legal Counsel at the African Legal Support Facility. He has been with the ALSF since April 2015.

Prior to joining the ALSF, Mr. Olory-Togbé was a Corporate Finance Attorney at a leading independent African law firm where he was involved in litigation practice, and advised on Public-Private Partnerships (PPPs), Project Finance and cross-border transactions particularly in the Energy, Oil & Gas, Telecoms and Banking sectors. He has also previously worked in international banks and consulting companies.

Mr. Olory-Togbé is a member of the Benin Bar. He holds a Master of Science in Management from the Grenoble School of Business in France, a Masters Degree in Business Law from Aix-Marseille III University in France, and a Masters in Accounting and Finance from Aston Business School in the United Kingdom. He also has a Bachelor's Degree in Business Administration from Grenoble School of Business in France.



### **Ekpen Omonbude**

Dr Ekpen Omonbude is an energy and mineral resources economist with over 15 years' experience in economic research and consulting in the petroleum, energy and mining sectors. He is currently Director and Lead Economist at Bargate Advisory Limited, a UK-based energy and mining consultancy, where he is responsible for Bargate's natural resources consulting practice. He is also an independent policy expert for an on-going EU-funded oil and gas policy and regulatory development project in Lebanon.

Until February 2018, Ekpen spent nine years as Economic Adviser (Natural Resources) at the Commonwealth Secretariat's Oceans and Natural Resources Advisory Division. In this capacity, he led the natural resources team on advisory projects to numerous Commonwealth member countries on matters concerning oil and gas and mineral resources policy development, fiscal system design and benchmarking, mineral, petroleum and energy sector regulation, as well as mineral and petroleum model contracts and transactions.

Dr Omonbude previously worked for a London-based international oil and gas consulting firm, Energy Market Consultants (now part of FACTS Global Energy) where he was responsible for medium-long term energy and oil demand analysis. Prior to this, Ekpen worked in academia at the Centre for Energy, Petroleum and Mineral Law and Policy (CEPMLP) at the University of Dundee, Scotland, where he served as a Distance Learning Programme Tutor for courses in petroleum policy and economics, international project finance, investment decision making in petroleum and mining, and mineral and petroleum taxation. This follows a brief period working as a market analyst in the Nigerian commercial banking sector.



## **Pierre Raillard**

Mr Raillard has about 23 years of operational and management experience with over 15 years in Sub-Saharan Africa. He holds a Master of Science in Chemistry from the Institut National Polytechnique of Toulouse and a MSc of Management from the Aix – en – Provence Business School in France. Mr Raillard was instrumental in the success of the Songo Songo Gas Development and Power Generation Project in Tanzania where he has lived ten years, and has managed successfully the development of the upstream and downstream natural gas business in East Africa through his successive roles as General Manager, Vice President Operations and subsequently Vice President Infrastructure for Orca Exploration Group until end of 2011. More recently, Pierre was the Director West Africa for Africa between 2012 and 2017 and he has joined OneLNG as Director Africa in June 2017.



## **Scott Robertson**

Scott Robertson is the Area Manager for the Central North Sea at the Oil & Gas Authority (OGA). He joined the regulatory body in June 2015 after nearly 20 years of extensive upstream oil and gas operator experience gained predominantly in the UK North Sea. He has held roles with Total and Dana Petroleum, but mainly BP, including several leadership positions as Asset Manager - West of Shetland and Central North Sea, Commercial Manager, M&A Project Manager, and Executive Advisor to Vice President. At the OGA, Scott has developed and implemented the OGA's Asset Stewardship Strategy, and is responsible for stewarding the large portfolio of oil and gas activity in the Central North Sea throughout the lifecycle from licensing, exploration, development, and production, to cessation of production. This draws on his ability to influence and facilitate cultural and behavioural change, and identify and deploy solutions to complex multifaceted problems. He is currently developing strategic area plans to ensure maximisation of economic recovery of UK's offshore hydrocarbon resources (MER UK). Scott serves as co-chair of the MER UK Forum Asset Stewardship Taskforce which seeks to improve resource/ reserves recovery and production efficiency in the UKCS basin and share lessons from other high hazard industries. Scott holds a first class honours degree from the University of Strathclyde.



## **Liana Rupnik**

Ms. Liana Rupnik currently holds a position of Legal Manager for Eni S.p.A. advising on various legal aspects relating to Project Financing and Procurement activities for Mozambique Project. She has twenty years of experience in legal matters both Italian and international. For the past 10 years she has been working for Eni in several countries in Europe and Asia. Liana worked as a legal manager for Kazakhstan. She has also covered a position of a legal manager responsible for compliance for middle east and CIS countries. Before joining Eni, she worked in Italy, Russia and US, including Italian Consulate in New York. She was admitted to the Rome Bar in 2004. Liana holds a J.D. degree from La Sapienza University in Rome in addition to LLM from Fordham University in New York and a Diploma for Civil Law from the Moscow State university (MGU).



## **Alexander Sarac**

Alexander Sarac is a partner in the Berwin Leighton Paisner office in Dubai and heads the Africa and Middle East Energy and Infrastructure practice. Alexander has advised governments, financial institutions, industry, regional and international development banks on transactions in over 40 countries to date and he has been working almost exclusively on transactions in emerging and developing markets for the last 10 years. In addition to his focus on energy and infrastructure transactions, he regularly assists his international client base with pan-African operations in relation to corporate and M&A transactions. Alexander currently advises four African government in energy related matters, including oil and gas. Alexander is a German-educated and qualified lawyer (Rechtsanwalt), admitted as a solicitor in England and Wales, with his Masters in Law in International and European Business Law (summa cum laude). Before moving to Dubai, Alexander lived in Germany, the US, the UK, and for several years in East Africa. Since October 2016, Alexander is a member of the Millennium Challenge Corporation (MCC) Advisory Council.



## **Martin Stewart-Smith**

Martin Stewart-Smith is a partner in the energy transactions practice of Bracewell. He has over 30 years' experience in the energy sector and has advised on numerous energy projects from upstream oil and gas developments to LNG projects and downstream gas commercialization and financings. He has acted for developers, sponsors, and lenders on a wide variety of gas/LNG and power projects in various jurisdictions around the world. He spent two years with the World Bank Group in Washington DC. Recent transactions include advising Eni on the sale of interests in the supergiant Zohr gas field in Egypt to BP and Rosneft, the Fortuna FLNG project in Equatorial Guinea and the development and financing of the Gate LNG Terminal in the Netherlands.



### **Paul Thomas**

Paul leads the Digital Transactions and Blockchain Practice for Accenture Digital within UKI and Europe. He is also responsible for Blockchain Delivery across Accenture Digital. He is a recognised specialist in the fields of emerging channels, alternative payments, mobile money, remittances and blockchain. He has over 18 years' experience in New Business and Products with in-depth expertise in business/product development and strategy, go-to-market, product marketing, product management, sales, account management and executive level interaction.



Paul helps businesses define product and blockchain strategies and roadmaps, with real business and financial impact, that start in the now and lead to true transformational initiatives. He has developed strategies and products and managed relationships from initial sales lead generation through to project conception, business case, contractual agreement and implementations across multiple industries from FS, Telcos, Fintech, Commodities, Retail, Technology Integrators. In the blockchain world he spearheads Accenture's capabilities in Europe and is driving multiple projects that are moving beyond the usual POC and into production.

Before joining Accenture Paul was Global Director Strategic Partnerships and Head of the Mobile Wallet and Account Deposit Strategy for the second largest money transfer company in the world. Paul has spoken at events such as SIBOS, MMT Manila, MMT Kenya, MMT Dubai, Clarion, IPS, IQPC, IOTSWC, MWC, El PaisBlockchain etc. He currently resides in London.

### **Carlos Treviño Medina**

In December 2017, Carlos Alberto Treviño Medina was appointed by the President of Mexico, Enrique Peña Nieto, as Chief Executive Officer of Petróleos Mexicanos. Since 2016 and until he was appointed to this position, he acted as the Corporate Director of Management and Services of the company. In two previous occasions, he had been a part of Pemex, as Corporate Director of Management (2011-2012) and as Corporate Finance Officer (2010-2011).



He has held positions in the Public Federal Administration for almost 20 years, and his solid experience in finance management and administration of public resources are his most important attributes.

He was the Chief Financial Officer of the Instituto Mexicano del Seguro Social (Mexican Social Security Institute) from 2014 to 2016, where he was a part of the strategy team that succeeded in giving the Institute its current financial feasibility. While working for development banking, he acted as CEO of Financiera Rural from 2012 to 2014.

He also has wide-ranging experience in the financing field, having held the position of Deputy Minister for Expenditure during 2012 and as Chief Scheduling and Budgeting Officer from 2006 to 2010. Furthermore, he also held the position of Chief Clerk for the Ministries of Energy and Economy during 2005 and 2006, respectively.

### **Tara Waters**

Tara is a technologist-turned-lawyer whose previous career involved developing web-based solutions for the new media and technology industries in New York City. Now a senior lawyer at international law firm, Ashurst LLP, she leverages her technological expertise to advise clients on a range of corporate and financing transactions, with a particular focus on the digital economy. As a member of the firm's Digital Economy team, FinTech team and Distributed Ledger Technology (DLT) Working Group, Tara regularly provides training to clients on new technologies, such as blockchain and digital tokens, and the legal challenges presented by them. She also leads the firm's involvement as a founding member of R3's Legal Centre of Excellence. Tara is currently a mentor for Barclays Techstars Fintech Accelerator programme in London and was named to Innovate Finance's Women in FinTech Power List 2017.



### **Redwan Zeroual**

Redwan Zeroual (b. 1982) joined Statoil in 2011 and has worked in oil and gas marketing and trading. Mr. Zeroual assumed his current position as Head of digitalisation in Marketing and trading on 1 October 2017 based in Stavanger.

He has previously held various positions in natural gas marketing and trading in Brussels and London. Redwan Zeroual holds a Master degree in Engineering from Antwerp University in Belgium.





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